

August 2002

Dear Hospital Chief Executive Officer:

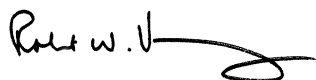
The U.S. Environmental Protection Agency (EPA) is pleased to offer hospitals a new EnergyStar tool which can save money, energy and the environment. As medical care costs rise, hospitals are under great pressure to find reasonable ways to reduce facility operating costs without compromising top quality health care delivery standards. As you well know, energy ranks among the most significant of health care facility operating costs. Hospitals spend more than \$3 billion a year on energy, and energy costs can total up to eight percent of a hospital's annual operating expenses. EPA's EnergyStar program can help you identify energy efficiency upgrades which will cut thousands of dollars from your energy bills.

EPA recently released an energy performance measurement instrument called the EnergyStar Portfolio Manager benchmarking tool for hospitals and health care facilities. This free, web-based, and simple-to-use tool enables a facility's energy manager to obtain a confidential snapshot of current energy performance and to compare of that performance to similar facilities across the country. Using EPA's Portfolio Manager tool, hospitals can analyze their energy performance, set goals for improvement, and track progress online. You will also be able to make better informed decisions about what energy efficiency project investments are the most cost effective. Hospitals that perform well using the tool are eligible for special EPA recognition.

Reducing you energy use will not only save you money, it will also help the environment. Energy efficiency measures result in less demand for electricity generation and fuel consumption, thereby reducing the air pollution that threatens public health. Cutting energy costs through efficiency can also increase your competitive advantage, provide improved energy reliability, and reduce dependence on grid-connected power and foreign sources of fuel.

I encourage you to investigate EPA's new EnergyStar benchmarking tool for hospitals. Click on "Benchmark Your Building" at our website, www.energystar.gov. The site contains helpful information and success stories from other hospitals. Please contact either Norman Willard (617) 918-1812 or Bill White (617) 918-1333 of EPA New England's Energy Team for further information or assistance about how to use this new energy performance management tool. We look to hearing from you soon!

Sincerely,

A handwritten signature in black ink, appearing to read "Robert W. Varney", with a stylized flourish at the end.

Robert W. Varney
Regional Administrator

August 2002

Dear Hospital Chief Financial Officer:

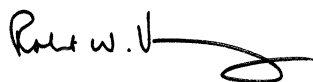
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